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August 6, 1976

TALKING POINTSMEETING WITH ADVANCEMEN

I don't want to talk very much. I believe this session will be most useful if I listen and perhaps ask some questions, *or answer your Q's.*

Before you start, however, I would like to make just a couple of points:

1. Without any reporters being present, and without any need to keep up a public front, I want to say that I am totally confident that President Ford will be elected on November 2. I believe this because I believe President Ford deserves to win, both because of his character and because of his accomplishments and because of his plans for the future. I also believe he will win because he has an absolutely first-rate staff here at the White House, including, or perhaps I should say especially, because of the White House Press Office Advance Staff. I think you all know that there have been some additions to the White House Staff lately, especially in the Press area, and I can tell you that I played a large role in selecting each and every one of those people, and I believe that every one of them adds a heavy, heavy talent to the President's team. They include David Gergen, as Margita White's replacement as Director of the Office of Communications; Bill Rhatigan as Randy Woods replacement, the Deputy Director of the Office of Communications; Bill Carrothers, a super guy with lots of experience from 1972, who will be taking on many of the TV Advisor's chores, along with Helen Collins, who we are all very, very glad to have back from the USIA; at the President Ford Committee, Bill Greener has become the Director of Communications over there, and as you may know, he was my Deputy at one time and I consider him to be perhaps the finest Government and political Press Affairs expert in Washington; and, I count your own Doug Blaser as among the most important fairly recent additions to the White House staff and certainly one of the most important in what I believe will be the successful election campaign of the President.

2. Now that we have this first-rate team of heavy hitters in place to help the President, we are also adopting the necessary procedures to make sure that this team works at top efficiency and with total coordination. As we go down the line from here through the Convention, through the Vail period, and on into the election campaign, there will be one criteria that stands out above all others in making decisions in the Press area, in the Communications area, in the Television area, and in the Advanceman's area, that one criteria is: if we do it, how does it benefit the President? All other considerations are secondary to that one. We are not going to do things which are negatives or even neutrals for the President in terms of his public image. We are going to conduct our business at the White House

and our dealings with the Press, both in Washington and on the road, with the one consideration in mind of what can we do -- what decisions can we make, how can we conduct ourselves -- in a way that will benefit the President?

3. As for coordination, we must conduct ourselves and conduct our dealings with others in the White House, at the PFC, and on the outside in a way that avoids mistakes. We must have a zero defects program. The only way the President is going to lose the election in November is if his staff losses it for him by making mistakes. We are not going to make any mistakes. One way we are going to avoid making mistakes is to think not just once, but twice, three times, four times, five times before we make any decisions, take any actions or make any public statements. We also are going to confer constantly with each other, within the White House, between the White House and the PFC. It is very important to make sure that you have all the information and all the input and that you know everything that everybody else knows before making a decision. It's easy to make a mistake when you only know part of the facts. It is very important to let each other know what we are doing and to give other people in the White House or at the PFC a chance to add fresh facts which may change a decision, an action or a statement.

4. I want you to know that I have read thoroughly every single one of the briefing papers prepared for this meeting. They simply reinforce the feeling I already had, which is that every person now working in the Press Advance Office is top-notch, totally dedicated, skilled, extremely intelligent and articulate, and dedicated to the proposition that they are going to do what is necessary to win the election for the President. These papers are extremely impressive, and show a great deal of work and thought and dedication. In some cases I may ask that these papers or demonstrations be presented to others on the White House Staff, and perhaps even to the President, because I think it is that important for others to know of the serious work and thought you have put into these papers.

5. Some of you, I think, once in awhile get the feeling that you are thought of in the White House as nothing more than faceless, nameless foot soldiers whose role in life is to set up telephone and typewriters and hire press buses and nothing more. That is totally erroneous and the work, intelligence and dedication you have brought to the papers prepared for this meeting is the best refutation for anyone who might be tempted to think of you that way. You are the people best able to present to others back at the White House ideas for how best to present the President to the public and to the media. You are counted on to provide that kind of guidance and information. If you are not providing that kind of guidance, imaginative suggestions, and advice on what the President should be doing, how, when and why, then you are not fully doing your job. While it is required of you that you do get into that kind of activity, it is required of me and others here at the White House

by explaining and making sure you understand why the President is going to a certain city or making a certain stop, why he intends to do there and why, and what kind of coverage -- and sometimes, lack of coverage -- is expected from the event. If we have not always done that adequately in the past, you can be sure that it will be done adequately in the future.

6. Along that line, I know that you are most curious to know what the plans are for the Convention in Kansas City, the period in Vail after the Convention, and of course the two months after the Fall election campaign. I think some of you may even have doubts as to whether any one is thinking about strategy and tactics beyond this afternoon. Let me assure you that they are, that a lot of people are, that a lot of talented people are, and that the President himself is spending a great deal of his time on just these questions.

7. I mentioned earlier that a lot of good people have been brought into the White House and PFC Press operations - - well, I can also say that a lot of very good people have been brought into the campaign and into the substantive area at the White House to work on the Convention and the campaign. Some of the names, I think you know and probably have even dealt with, including Bill Timmons, who will be the PFC coordinator for the whole convention; Stan Anderson, who is taking care of logistics at the Convention; Jim Baker, who is in charge of the President's search for Delegates; Senator Griffin, who is the President's Floor Manager at the Convention; Governor Ray of Iowa, a really super person, who will be Chairman of the Platform Committee; and Jim Field, Mike Duval and other most talented people who will be working out of the White House.

8. Right now, the President has on his desk a book of almost 200 pages in which proposed strategies for his Fall campaign are outlined and decision papers are included for him to begin to make his choices of how to conduct his campaign for the Presidency. As for the fast-approaching Convention week, some but not quite all, of the decisions for the President's participation have been made and at least some of the decisions have been made for the period at Vail. I have not been attending on a daily basis the sessions at which these decisions are made and discussed, so I'm going to ask John Carlson to step in at this point and give you a rundown of as much information as he has right now on what's going to happen in Kansas City and Vail.

(Carlson Presentation)

9. I've probably talked more than I should already, so I want to shut up now and listen to the experts on the subject of Press Advance work for the President. Just before I do that, though, I do want to emphasize this: I have seen in a very short period of time, Doug Blaser take the nucleus of the Press Advance Office, Dorrence Smith and David Wendall, and build on that base until we now have what I know to be the finest, most talented, most dedicated, most intelligent, most loyal, most skillful White House Press Advance Office there has ever been. That is a matter which should give you tremendous pride. That pride, combined

with the very high esteem in which I hold you and others in the White House hold you, plus a candidate who deserves our 110 percent loyal effort, and the support of the American people -- all those things together -- should be enough to sustain you through the very hard weeks and months on which we are about to embark.

# # #

THE WHITE HOUSE

WASHINGTON

August 4, 1976

MEMORANDUM FOR RON NESSEN  
PRESS SECRETARY TO THE PRESIDENT

FROM: DOUG BLASER  
DIRECTOR, PRESS ADVANCE OFFICE 

SUBJECT: The View from the Scoreboard

A little more than three months ago, I took a campaign trip with the President of the United States. I naturally drew reference in my mind to my previous campaign experience -- another President, another year and another place -- things were somehow different! A difference that I liked but, I didn't like. A difference that I understood but, I didn't really.

Well, the trip proceeded through it's eighteen hour, ten and twelve event days and climaxed with my being given the opportunity to proudly shake hands with a tired yet friendly Gerald Ford -- the real "difference" began to come into focus.

I, Doug Q. Citizen, had experienced an awakening of sorts. My President was not the stumbling, bumbling, helmetless--handicapped, Nixon-robot that America's media (or the lack of control thereof) had made him out to be.

My President had just shown me that he was a warm, personable, people-oriented individual. Why his perception of the issues facing us Americans was all-encompassing -- and he demonstrated it well as I witnessed him in small, informal group situations and in much larger Q&A forums. He had demonstrated an endurance and stamina and dedication for the job that had his staff's tongues dragging the ground -- sixty-three years young, yet he looked and moved like he was forty-five.

So, why I asked, is this man in such a predicament as far as his election efforts are concerned?

I.

OLE' WHATSIZ NAME

ONCE SAID . . .

"A PICTURE IS WORTH

A THOUSAND

~~DOLLARS~~

~~PAY-OFFS~~

~~WORDS~~

VOTES!

SO WE CLIPPED!!!!

FROM THE PAGES OF:

TIME

NEWSWEEK

NEW YORK TIMES

WASHINGTON STAR

WASHINGTON POST

THE EDITIONS RUNNING:

APRIL 1

THROUGH

JULY 20

THE SUBJECTS:

JIMMY CARTER VERSUS GERALD FORD

OUR ANALYSIS OF THE STILL PHOTO COVERAGE OF  
 PRESIDENT FORD AND JIMMY CARTER OVER THE PAST  
 THREE MONTHS REVEALS SEVERAL INTERESTING FACTS.

EVERY PHOTO OF CARTER PRESENTS A CONSISTENT  
 IMAGE; ONE WHICH CONVEYS WHO CARTER IS AND  
 WHAT HE STANDS FOR. EACH PHOTO OF CARTER  
 ILLUSTRATES AND RE-INFORCES ONE, OR A COMBINATION  
 OF, THREE MAIN THEMES:

- |   |   |                        |
|---|---|------------------------|
| 1. ANTI-WASHINGTON, AN<br>ALTERNATIVE TO POLITICAL<br>DEALS AND BIG GOVERNMENT. | = | NEW<br>LEADERSHIP      |
| 2. CARTER, AN EMBODIMENT<br>OF THE VALUES OF<br>MAINSTREAM AMERICA.             | = | "REGULAR GUY"<br>IMAGE |
| 3. KINDNESS, COMPASSION.  | = | FAMILY                 |

IT IS DIFFICULT TO IDENTIFY ANY DEFINITIVE IMAGE OF THE PRESIDENT FROM THE PHOTO COVERAGE HE HAS RECEIVED. THE ONLY IMAGE WHICH APPROACHES CONSISTENCY IS THAT FORD IS PRESIDENT OF THE UNITED STATES. THE PRESIDENTIAL IMAGE, HOWEVER, IS OFTEN DULL AND UNIMAGINATIVE, LACKING THE EXCITEMENT WHICH INHERENTLY SURROUNDS THE PRESIDENCY.

CARTER HAS RECEIVED CONSISTENT NATIONAL COVERAGE OF HIS ENCOUNTERS WITH ETHNIC, RELIGIOUS, LABOR, AND SPECIAL INTEREST GROUPS. CARTER'S COVERAGE HAS SURPASSED COVERAGE OF THE PRESIDENT IN SIMILAR SITUATIONS BY A RATIO OF 3:1 (WITH ETHNIC AND RELIGIOUS GROUPS) AND, IN ONE CASE, BY 4:1 (LABOR).

PHOTOGRAPH COMPOSITION

	<u>FORD</u>	<u>CARTER</u>
ALONE	32	79
WITH PRINCIPAL(S)	28	40
INTEREST GROUPS (TOTAL)		
ETHNIC	4	11
RELIGIOUS	5	14
LABOR		4
SMALL GROUP (3-4 PEOPLE)	47	52
WITH FAMILY	13	43
CROWD	37	12

COMPOSITIONAL ANALYSIS OF THE PHOTOGRAPHS  
INDICATE THAT BOTH CARTER AND FORD LOOK BEST  
WHEN PHOTOGRAPHED WITH SMALL GROUPS OF  
PEOPLE. IN THESE SITUATIONS, THE PHOTOS ARE  
USUALLY CLEAN AND UNCLUTTERED, OFTEN SHOWING  
THE PRINCIPAL'S FACE HEAD-ON.

SITUATIONS PHOTOGRAPHED INDICATES THAT HUMAN INTEREST IS CONVEYED IN 36 PHOTOGRAPHS (15%) OF CARTER SINCE APRIL 1. ONLY 15 (OR 7%) OF FORD'S PICTURES CONVEY HUMAN INTEREST.

SITUATIONS PHOTOGRAPHED

	<u>FORD</u>	<u>CARTER</u>
NEWS-RELATED	11	7
HUMAN INTEREST	15	36
ACTION-ORIENTED	6	12
BUSINESS-ORIENTED	9	17
PRESIDENTIAL	80	
AS CANDIDATE	25	44

ANOTHER INTERESTING FINDING OF OUR ANALYSIS IS THAT MANY OF THE PHOTOS OF CARTER (18%) INCLUDE MEMBERS OF HIS FAMILY. ONLY 6% OF THE PHOTOS OF FORD INVOLVE MEMBERS OF THE FIRST FAMILY.

ONE OF THE MOST SEVERE PROBLEMS THAT PRESIDENT FORD HAS FACED IS HIS OVER-EXPOSURE TO THE AMERICAN PUBLIC. OF A TOTAL OF 169 PLANNED EVENTS THAT THE PRESIDENT HAS ATTENDED, 28 EVENTS (17%) HAVE RECEIVED COVERAGE IN ANY OF THE FIVE PUBLICATIONS BEING CONSIDERED IN THIS STUDY.

	<u>Total # of Events</u>	<u>#of Events which Received Coverage</u>
FIXED FORUM SPEECH	33	13
FIXED FORUM SPEECH W/ Q&A	22	2
MEAL W/SPEECH	16	1
STAND-UP RECEPTION, W/ REMARKS	19	1
STAND-UP RECEPTION, W/O REMARKS	32	
RALLY SPEECH- AIRPORT	11	6
RALLY SPEECH-MOTORCADE	6	2
SIT-DOWN EXCHANGE (Attendance under 50)	16	
BRIEFING W/ Q&A	1	
TOUR - NO REMARKS	10	3
TOUR - REMARKS	3	

TOTAL NUMBER OF PHOTOGRAPHS WHICH RECEIVED PLAY

	<u>NY Times</u>	<u>W. Post</u>	<u>W. Star</u>	<u>Time</u>	<u>Newsweek</u>	<u>TOTAL</u>
<u>APRIL</u>						
FORD	10	12	9	1	1	33
CARTER	13	7	10	5	4	39
<u>MAY</u>						
FORD	11	34	10	5	5	65
CARTER	11	16	6	7	5	45
<u>JUNE</u>						
FORD	11	28	10	3	1	53
CARTER	5	23	16	2	4	60
<u>JULY</u>						
FORD	11	26	13	4	5	59
CARTER	26	28	13	11	20	98
<u>TOTALS</u>						
FORD	43	100	42	13	12	210
CARTER	65	74	45	25	33	242

CONCLUSION

IT WOULD APPEAR FROM THESE STATISTICS THAT NO CLEAR DEFINITION OF OUR OBJECTIVES HAS EVER EXISTED. NOW IS THE TIME TO DECIDE HOW THE PRESIDENT SHOULD BE PRESENTED TO THE PUBLIC.

EACH PHOTOGRAPH OF THE PRESIDENT SHOULD HAVE A PURPOSE. THAT PURPOSE SHOULD BE TO CONVEY THROUGH A LOCAL ANGLE ONE OF THE THEMES ESTABLISHED FOR THE PRESIDENT'S CAMPAIGN. THE PRESIDENT'S PARTICIPATION SHOULD BE LIMITED ONLY TO THOSE EVENTS WHICH CONTRIBUTE TO THIS EFFORT.

OH WELL. . . .

CAN'T WIN 'EM

ALL!



## II.

IN THE EYES OF THE AMERICAN PUBLIC, THE IMAGE OF THE PRESIDENT IS DERIVED FROM A KALEIDESCOPE OF DIFFERENT SOURCES. THE MOST IMPORTANT IMAGE-MAKING SOURCES ARE THE VIDEO AND STORIES THAT EMINATE FROM THE WHITE HOUSE AND FROM THE TRAVELS OF THE PRESIDENT.

UNFORTUNATELY, A LARGE DEGREE OF THE VIDEO THAT PLAYS HAS BEEN TO THE DISADVANTAGE OF THE IMAGE OF THE PRESIDENT. CONSEQUENTLY, THERE ARE NUMEROUS STORIES WHICH WE'D LIKE TO FORGET:

## REMEMBER.....

- April 3, 1976 - Senland Farm Mishap - Cows soil President's suit.
- May 8, 1976 - Lincoln, Nebraska - Reaction to ticket situation at Nebraska University commencement exercises.
- June 7, 1976 - Bowling Green, Ohio - Flashbulb incident.

## OR, HOW ABOUT.....

- South Lawn - Hitting head on helicopter.
- March 13, 1976 - North Carolina - Announcement of Callaway Resignation on Air Force One upstages the entire trip.
- April 9, 1976 - San Antonio, Texas - Tamale incident.
- March 13, 1976 & - Wilkesboro, North Carolina & Ft. Wayne, Indiana  
 May 2, 1976  
 balloon "flops."

THE INCIDENTS. CITED IN THE FIRST GROUPING  
ARE EXAMPLES OF CIRCUMSTANCES BEYOND OUR  
CONTROL.

UNFORTUNATELY.....

THE SECOND SET OF "CIRCUMSTANCES" WHICH  
TRANSLATED INTO NEGATIVE COVERAGE FOR PRESIDENT  
FORD WERE CONTROLLABLE!

WHAT CAN BE LEARNED FROM THE PRESIDENT'S  
ACTIVITIES IN THE PRIMARY SEASON (JANUARY - JUNE)  
AS IT RELATES TO HIS IMAGE?

# OF DAYS (JANUARY 1 - JUNE 8)	160 (100%)
DAYS IN WHITE HOUSE	115 (72%)
DAYS ON THE ROAD	45(28%)
# OF CITIES VISITED	97
# OF EVENTS ATTENDED	235

IN TERMS OF TELEVISION COVERAGE, HOW  
MUCH OF THE NEWS CAME FROM WITHIN THE WHITE  
HOUSE VERSUS ON THE ROAD? AT FIRST GLANCE, ONE  
WOULD SAY 72% VERSUS 28% IN TERMS OF ACTUAL NEWS  
COVERAGE. BUT, THE 72% FIGURE IS MISLEADING  
SINCE NO NEWS COMES FROM THE WHITE HOUSE A FULL  
1/3 OF THE DAYS HE'S INSIDE. MEANINGFUL VIDEO OF  
HIM IS EVEN MORE SCARCE. THIS MEANS THAT ONLY 77  
DAYS OUT OF 160 DAYS, NEWS EMINATED FROM THE  
WHITE HOUSE, OR LESS THAN 50%. SO, 51.8 OF THE  
NETWORK NEWS COVERAGE OF THE PRESIDENT PRESENTS  
HIM IN ON-THE-ROAD SITUATIONS.

THE PROBLEM WITH THIS SITUATION IS TWO-FOLD. YOU LOSE CONTROL WHEN YOU STEP OUT OF THE WHITE HOUSE, AND YOU LOSE THE MOST POWERFUL TOOL WHICH WE POSSESS, THE INCUMBENCY. ALSO, THE VIDEO OF THE PRESIDENT ON THE ROAD LOOKS NO DIFFERENT FROM THE VIDEO OF JIMMY CARTER OR RONALD REAGAN. WHEN EDITED TOGETHER IN TWO OR THREE MINUTE PACKAGES ON THE NIGHTLY NEWS, THE PRESIDENT'S VIDEO PLAYING NEXT TO REAGAN'S VIDEO BEARS LITTLE OR NO DIFFERENCE SAVE THE PRESIDENTIAL SEAL OR AIR FORCE ONE IN THE BACKGROUND.

IMAGERY!

THERE ARE TWO KEY CONCEPTS THAT ARE ESSENTIAL FOR PROJECTING THE PROPER IMAGE: CONTROL AND COORDINATION. SOME GROUP SHOULD ASSUME OVERALL COMMAND AND RESPONSIBILITY FOR THE PRESIDENT'S IMAGE. THIS GROUP SHOULD ALWAYS BE THINKING IN TERMS OF HOW WILL IT EFFECT THE PERCEPTION OF THE PRESIDENT. EVERYTHING THE PRESIDENT DOES SHOULD BE CONTROLLED TO THE EXTENT THAT THE PICTURE WHICH PLAYS IS THE PICTURE THAT WE WANT TO PLAY GETTING ACROSS THE POINT WHICH WE WANT TO MAKE.

C O N C L U S I O N :

WE HAVE CONTROL OVER THE  
CANDIDATE; WE HAVE PARTIAL  
CONTROL OVER THE MEDIA. WE  
HAVE USED NEITHER OF THESE  
ELEMENTS OF CONTROL TO OUR  
ADVANTAGE.

# III.

THE VIEW  
FROM  
THE  
SCOREBOARD

RECOMMENDATIONS

GIVEN . . . .

- \* IT'S LATE!
- \* OVERALL CAMPAIGN STRATEGIES  
HAVE ALREADY BEEN DEVELOPED.
- \* HOPEFULLY -- THEMES ARE CONCISE,  
FEW IN NUMBER -- THUS, MANAGEABLE.

THEREFORE . . . .

- \* THE PURPOSE HERE IS NOT TO DWELL  
ON THE DEVELOPMENT OF NEW AND  
CONFLICTING STRATEGY.

RATHER . . . .

- \* THE INTENT IS TO ADDRESS THE ISSUE  
OF HOW WE ALL MIGHT BETTER  
EXECUTE THOSE STRATEGIES.

IT ALL  
BEGINS WITH  
THE  
"SCHEDULING"  
OF A  
PRESIDENTIAL EVENT

GOOD  
SCHEDULING  
MEANS  
MEETING  
PRESS  
FILING  
DEADLINES

WHICH TRANSLATES INTO  
OUR OBJECTIVE. . .

PHOTO !

HEADLINE !

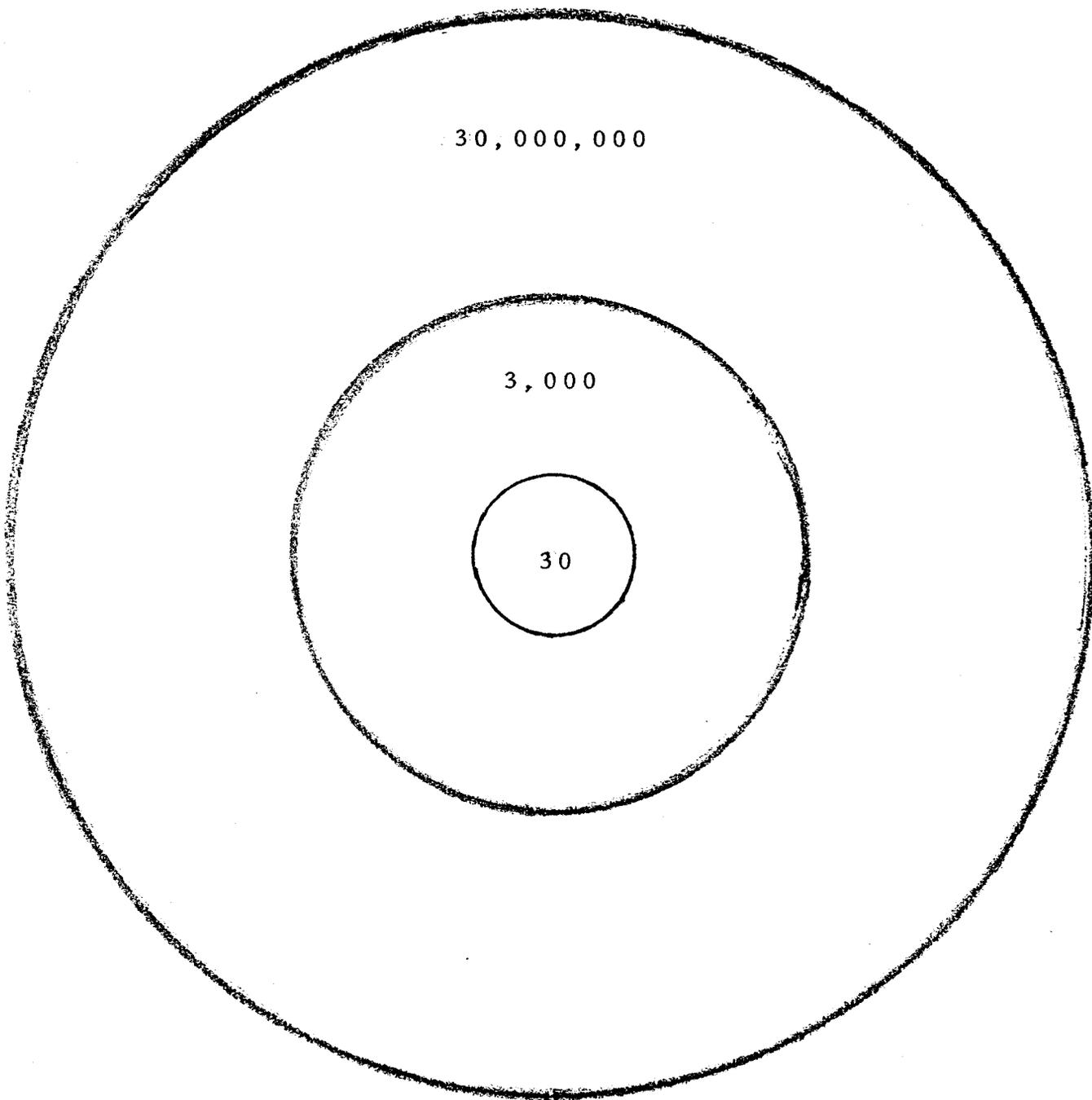
STORY !

..... THUS, A SUCCESSFUL EVENT  
FOR THE PRESIDENT TO HAVE  
PARTICIPATED IN.

GOOD  
SCHEDULING  
IS ALL  
A MATTER  
OF  
PERSPECTIVE !

R I G H T ?

WHO'S PERSPECTIVE ?



125,000 = 30,000,000

IF THE POLLS ARE REASONABLY  
ACCURATE MEANING THAT WE  
MUST CONVERT 125,000 VOTERS  
A DAY FROM NOW UNTIL  
NOVEMBER 2, WE MUST TAKE  
FULL ADVANTAGE OF THE "REACH"  
CAPABILITY OF TELEVISION.

OUR MEETING THIS  
CHALLENGE MEANS  
BETTER . . .

C O N T R O L

C O O R D I N A T I O N

C O O P E R A T I O N

BETTER CONTROL

WHAT ?

WHO ?

A. DEVELOPMENT OF STRATEGY

This becomes the criteria  
against which all scheduled  
events are measured. Strive  
for quality not quantity!

SCHEDULING COMMITTEE  
CONSISTING OF:

- Chief of Staff or designate
- "Image Maker"
- Press Secretary
- Aide
- Communications Office
- Director, Advance Office
- Director, Press Advance Office
- Appointments Secretary
- Speechwriter
- PFC
- "Staff Expert" as events dictate

B. FINAL APPROVAL OF  
SCHEDULE PROPOSALS

Must strictly meet criteria  
established before submis-  
sion to the President.

CHIEF OF STAFFC. IMAGE MAKER

Must have "clout" and access  
to the President if need be.

BILL CARRUTHERS ?D. BRIEFING OF THE PRESIDENT

The "essence"/"objectives" of  
the trip must be explained.

DIRECTOR, STAFF ADVANCE  
OFFICE  
-Image Maker  
-Aide

BETTER COORDINATION

WHAT ?

WHO ?

A. OVERALL CAMPAIGN STRATEGYTHE PRESIDENT

Many elements of a campaign  
 come to bear on the President's  
 image. Travel schedules,  
 advertising, advocate scheduling,  
 speechwriting, legislative  
 activities, etc. ---- All must  
 "meet the theme established."

- White House Staff  
 - PFC Staff  
 - Friends  
 - Top level Strategists  
 - RNC

B. PRE-ADVANCEDIRECTOR, STAFF  
ADVANCE OFFICE

- Objective clearly defined by  
 Scheduling Committee  
 - Media benefits of prime  
 consideration.  
 - Less hectic schedule.  
 - "Better" organization at  
 Washington level.  
 - Fewer events.

- Team Participants

C. ADVANCESLEAD STAFF  
ADVANCEMAN

- Set "tone" and clarify trip objectives at a first day substantive meeting before you all get bogged down in logistics.
- Top notch, key Press contact should be identified prior to teams arrival.
- Staff Advanceman and Press Advanceman set a press release strategy that can be adhered to and coordinated with the various elements in Washington.

- Other team leaders

D. TRIP EVALUATION MEETINGSSCHEDULING  
COMMITTEE

Critiques are essential! Bad experiences should not be repeated --- Lessons learned must be measured back against our scheduling criteria to insure that our strategies stay current.

BETTER COOPERATION

- \*\* ONE GUY IN CHARGE (RESPONSIBLE)  
ON TRIPS ---- CLOSE CONTACT  
WITH ALL ELEMENTS ESSENTIAL.  
OBJECTIVE: TO SYNCRONIZE ALL  
TEAM EFFORTS.
  
- \*\* FLEXIBILITY BY ALL ---- IT ISN'T A  
"BLACK AND WHITE" WORLD ----  
WE MUST BE PREPARED TO SEIZE  
OPPORTUNITIES.
  
- \*\* NO SURPRISES !
  
- \*\* TIME MUST BE LEFT IN SCHEDULE TO  
REACT.
  
- \*\* USSS MUST NEVER BE SURPRISED ----  
BUT, MUST BE RESPONSIVE TO THE  
G. F. MANAGEMENT TEAM.
  
- \*\* G. F. MUST COOPERATE.

"WE MUST ALWAYS REMEMBER  
THAT IT IS RATHER  
POINTLESS  
TO SPEND MONEY, ENERGY AND TIME  
TO DO AN EVENT  
IF IT WILL NOT RECEIVE  
NATIONAL COVERAGE  
OR  
LEAVE A BAD TASTE WITH  
THE NATIONAL MEDIA  
WHICH WILL AFFECT THE  
QUALITY  
OF FUTURE EVENTS."

THE WHITE HOUSE

WASHINGTON

July 27, 1976

MEMORANDUM FOR: JOHN CARLSON  
SUBJECT: WHAT'S THE SCORE?

The Press Advanceman is the only White House spokesman that most members of America's "local and regional media" will ever meet and have the opportunity to talk with.

Regardless of whether the Camp David Conference takes place (presidential trips aside), I think it is well worth your time and Ron's to study the attached input from members of my staff.

These are the queries of professionals. The men who in the final analysis are responsible for the implementation of all the "grand strategies" as they pertain to the marketing of the President outside of the White House.

Their questions are solid----they deserve solid answers! If Camp David does not work out, we must find a proper forum to give them a chance to satiate their ravenous appetite for performance related information.

Ya can't keep score if your vision of the game is obscured!!

Scoreboard

THE WHITE HOUSE  
WASHINGTON

June 12, 1976

MEMORANDUM FOR: PRESS ADVANCE STAFF  
FROM: DOUG BLASER *DCB*  
SUBJECT: PEARLS TO PONDER

In our fast-moving, ever-changing lives we periodically run across a phenomenon that cannot be improved upon. Most of these examples are God given (i. e., the Grand Canyon, the giant Sequoia trees, etc.) Some are man-made (i. e., the Great Wall, the Pyramids, etc.)

Well, I would like to share with you a document that falls within the latter category. The attached memorandum written by my predecessor, contains a valuable and healthy inquisition into what your job is all about.

Read it ---- commit it to memory! It represents a much sought after human characteristic that you must now possess or quickly develop -- BIG PICTURE THINKING -- the ability to get above the day-to-day routine.

\* October 24, 1975

MEMORANDUM FOR RON NESSEN  
BILL GREENER

FROM: ERIC ROSENBERGER

SUBJECT: Scheduling Considerations to Support  
Responsible Press Coverage

It has been the practice of the scheduling office to send in a proposed event on a group of events to the President without consulting the various support groups that actually work the trips. It might be a good idea if we suggest to the scheduling office what should be considered before a trip is put into the President for his approval.

1. Is the event worthy of Presidential participation.
2. Are the facilities where the event is planned appropriate to support the requirements of a Presidential event:
  - a) politically
  - b) seating capacity
  - c) holding rooms
  - d) good access
  - e) ability to secure
  - f) press center space
  - g) press office space
  - h) elevator capability
  - i) minimal disruption to traffic flow
  - j) minimal disruption to facility guests
  - k) power and lighting
3. Determine the theme of the event to determine if it compliments the President's program and yearly political strategy.



4. Do local events, police, political, environmental, busing, etc... make a Presidential visit inappropriate.
5. Do the events require inappropriate use of helos.
6. Are the events timed to provide for:
  - a) ground interchanges and greetings at airport.
  - b) correct driving times at rush hours, etc...
  - c) ample fluff time to allow the press to stay with the President
  - d) ample filing time so the press can accurately and fully cover the event (30-45 minutes)
  - e) ample time for governors, mayors and the press secretary to brief the press and to, therefore, fully package the event to best present the President and his programs.
7. Plan Air Force One flying times to provide for the interchange of the press plane with Air Force One.
8. Advise the hosts of the financial responsibilities which go with a Presidential trip including costs to support the press.
9. Advise the hosts not to lock in plans until the pre-advance arrives.
10. Advise hosts not to tell the press that the President will be visiting because the President might cancel.
11. Do the events occur at a time of day to achieve maximum media exposure? Media deadlines for media to receive the news:

Monday - Saturday AM's	4:00 p. m. for 1st edition
	7:00 p. m. for last good edition
PM's	1:00 a. m. for 1st edition
	7:00 a. m. for last good edition
Sunday AM's	3:00 p. m. for 1st edition
	5:00 p. m. for last good edition

NOTE: If photos are received after the last good editions time, a paper will have to replate a page to insert a better picture and because of the costs involved, very few papers will replate unless they receive a really spectacular picture.



News Magazines:

Copy:	Thursday at noon
Color Photos:	Thursday evening
B&W Photos:	Friday at noon

Television:

Morning Shows:	5:30 a. m.
Evening Shows:	4:30 p. m.
11:00 p. m. feed:	9:30 p. m.

NOTE: You must also subtract the time it takes to get the film to the nearest station to feed to New York City and the time it takes to feed the piece to New York City.



We must always remember that it is rather pointless to spend money, energy, and time to do an event if for any of the above factors, it will not receive national coverage or leave a bad taste with the national media which will affect the quality of future events.



THE WHITE HOUSE

WASHINGTON

August 10, 1976

MEMORANDUM FOR: DOUG BLASER

FROM: DAVID WENDELL

SUBJECT: Analysis of Still Photo Coverage;  
The President vs. Carter

I. INTRODUCTION

With the general election campaign rapidly approaching, it is important that each organization involved in advancing the President's trips evaluate their effectiveness in presenting the President to the American public. Since the majority of our electorate votes on the basis of image perception rather than on issues or ideology, an analysis of the still coverage of the President and Carter should be valuable and indicate those areas in which we need to improve our operation.

The purpose of this report is to (1) examine the still photographic coverage of the President and Carter during the period April 1 to July 20, 1976, which appeared in Time Magazine, Newsweek Magazine, The New York Times, the Washington Post and The Washington Star; and (2) to profer recommendations on how the President should be presented.

A. Analysis of the still photo coverage of President Ford and Carter over the past three months reveals several interesting facts. First, every photo of Carter presents a consistent image; one which conveys who Carter is and what he stands for. Each photo of Carter illustrates and re-inforces one, or a combination, of three main themes:

- (1) Anti-Washington, an alternative to political deals and big government.
- (2) Carter, an embodiment of the values of mainstream America.
- (3) Kindness, compassion.

Photographs which deal with these themes receive play because they report a story. Carter is in the news because he creates news around him.

It is difficult to identify any definitive image of the President from the photo coverage he has received. The only image which approaches consistency is that Ford is President of the United States. This Presidential image, however, is often dull and unimaginative, lacking the excitement which inherently surrounds the Presidency. (Tab A)

B. A second difference between Ford and Carter's photos is the varying degree to which each man is presented with different groups of people. Carter has received consistent national coverage of his encounters with ethnic (Tab B), religious (Tab C), labor (Tab D) and special interest groups. Carter's coverage has surpassed coverage of the President in similar situations by a ratio of 3:1 (with ethnic and religious groups) and, in one case, by 4:1 (labor). The importance of this exposure (free advertising, immediately transferable to voter support) must be recognized and the opportunities in this area pursued.

C. Compositional analysis of the photographs indicate that both Carter and Ford look best when photographed with small groups of people. In these situations, the photos are usually clean and uncluttered, often showing the principal's face head-on. Chart 1, Photographic Composition, reveals that Ford and Carter are making roughly the same number of photos with small groups. The difference between these photos exists, however, in the situation being photographed and the image that is portrayed.

PHOTOGRAPH COMPOSITION

	<u>FORD</u>	<u>CARTER</u>
Alone	32	79
With Principal(s)	28	40
Interest Groups (total)		
Ethnic	4	11
Religious	5	14
Labor		4
Small Group (3-4 people)	47	52
With Family	13	43
Crowd	37	12

Chart 2, Situations Photographed, indicates that human interest is conveyed in 36 photographs (15%) of Carter since April 1. Only 15 (or 7%) of Ford's pictures convey human interest.

	FORD	CARTER
HUMAN INTEREST	7% (15)	15% (36)

A factor which strengthens the human interest quality of Carter's photos is that he is frequently engaged in close personal contact and visual interplay with the subjects. Although the photos of the President with small groups show him smiling, few photos show him in physical contact with any subjects. The combination of both a smile and physical contact can promote the perception of a warm, likeable individual.

E. A final interesting finding of our analysis is that many of the photos of Carter (18%) include members of his family (Tab E). Only 6% of the photos of Ford involve members of the First Family.

Thus, the coverage of Carter presents a consistent image, exposes him with a number of ethnic, religious and labor groups, and supports the perception of a warm, likeable character. Although the photos of Ford present him as the President of the United States, they seldom show his warmth and compassion.

## II. HOW CAN THE PRESIDENT BE PRESENTED MORE FAVORABLY

As was mentioned above, each photo of Carter indicates who he is and what he stands for. It requires no political acumen to recognize the need to increase the public awareness of a political unknown. It does, however, require imagination and creativity to present in photographs a consistent image.

A. The last thing that Ford needs is greater public exposure. Everyone knows that he is President of the United States. Unlike Carter, the President's exposure to the public should be controlled -- not maximized -- and limited to only those events which will be to his political advantage.

SITUATIONS PHOTOGRAPHED

	<u>FORD</u>	<u>CARTER</u>
News-Related	11	7
Human Interest	15	36
Action-Oriented	6	12
Business-Oriented	9	17
Presidential	80	
As Candidate	25	44

CHART 3TYPES OF PRESIDENTIAL APPEARANCES

	Total Number of Events	Number of Events Which Received Coverage
Fixed Forum Speech	33	13
Fixed Forum Speech with Q&A	22	2
Meal with Speech	16	1
Stand-Up Reception, with Remarks	19	1
Stand-Up Reception, without Remarks	32	
Rally Speech - Airport	11	6
Rally Speech - Motorcade	6	2
Sit-Down Exchange attendance under 50	16	
Briefing with Q&A	1	
Tour - No Remarks	10	3
Tour - Remarks	3	

One of the most severe problems that Ford has faced is his over-exposure to the American public. Chart 3, Types of Presidential Appearances, indicates that of a total of 169 planned events that the President has attended, 28 events (17%) have received coverage in any of the five publications being considered in this study. There are two possible explanations for this low percentage of events which received coverage -- either the press advance office has failed in its job to create exciting photo opportunities or that only 17% of the planned Presidential events are of newsworthy value. It is my contention that the real reason for such poor returns of our efforts lies in the latter explanation.

B. If an analysis is to be of any value, one must define the objectives to be analyzed and then determine whether these objectives were achieved. What objectives should we evaluate in this analysis? If our objective was to maximize the President's exposure to the American public, then we have performed our task unsatisfactorily. Only 17% of those planned events which the President attended received coverage in any of the five publications considered in this report. If our objective was to present Ford as the President then we must accept the fact that we have done only a satisfactory job. Only 38% of the photo coverage of the President presents Ford as President of the United States.

C. We can conclude from these statistics that no clear definition of our objectives has ever existed. It is now time to decide how the President should be presented to the public.

First, we must identify three or four themes which, if adhered to, will present a consistent image of Ford. These themes should embrace Ford's positive personal qualities and emphasize the achievements of this administration and what it stands for.

1). Ford as President of the United States

As incumbent, Ford has several advantages which, if used creatively, can distinguish him from all other candidates and politicians. One such advantage is the physical assets at his disposal -- the Presidential limousine, the Oval Office, the Cabinet Room, Air Force One, and so on. Over the past three and one half months, these assets have been used creatively only twice (see: Ford and Cheney on Air Force One, Tab F; Ford in Cabinet Room, Lebanon Crisis, Tab G.)

More consideration should be given to presenting the President working on Air Force One, involved in frank discussions with members of his Cabinet in the Oval Office, reviewing U.S. troops as Commander-in-Chief, etc. We must get away from the dull, unimaginative photos of the President amidst the standard Presidential setting, consisting of the blue backdrop, the blue podium or hour-glass lectern and the Presidential Seal. Photographers (and more importantly, their editors) have seen this situation a thousand times.

2). Ford as a Man of Integrity and Candor

This theme can be photographically portrayed by Ford's use of more forceful gestures and mannerisms, by being photographed with persons of high moral conviction and public recognition (see Tab H), or by meeting the press head-on in press conferences every one or two weeks. These are some of the situations which, if developed creatively, can present this theme and create a consistent image.

3). Ford as a Warm, Compassionate Man

One way to create this image is to present Ford engaged in conversation with one individual or a small group of people. These situations provide good opportunities for interaction between the subjects. Physical contact and visual interplay often convey a feeling of warmth and compassion, (Tab I, Tab J).

Consideration should also be given to presenting more photo opportunities of the President with members of the First Family. Such photos will further the public's perception of Ford as a father and family man. (Tab K)

4). Ford as a Fighter, representing the values and interests of all American Citizens

Ways must be developed to illustrate photographically the claims Ford makes in speeches about the achievements of his administration. By showing Ford with more ethnic, religious and labor groups, the President is presented with those people who have benefited from the gains made by this administration.

Once these themes have been established, these themes should be conveyed through a local angle. In other words, when the President travels, attention should be paid to creating an imaginative situation which, while identifying where he is, will convey pictorially one or several of these themes. (Tab L)

In summary, each photograph of the President should have a purpose. That purpose should be to convey through a local angle one of the themes established for the President's campaign. The President's participation should be limited only to those events which contribute to this effort.

NUMBER OF PHOTOGRAPHS WHICH RECEIVED PLAY

	<u>NY Times</u>	<u>Washington Post</u>	<u>Washington Star</u>	<u>Time</u>	<u>Newsweek</u>	<u>TOTAL</u>
<u>APRIL</u>						
Ford	10	12	9	1	1	33
Carter	13	7	10	5	4	39
<u>MAY</u>						
Ford	11	34	10	5	5	65
Carter	11	16	6	7	5	45
<u>JUNE</u>						
Ford	11	28	10	3	1	53
Carter	5	23	16	2	4	60
<u>JULY</u>						
Ford	11	26	13	4	5	59
Carter	26	28	13	11	20	98
<u>TOTALS</u>						
Ford	43	100	42	13	12	210
Carter	65	74	45	25	33	242